DEPARTMENT OF DEFENSE PERSONNEL RECOVERY UPDATE

DEFENSE POW/MISSING PERSONNEL OFFICE

Spring 2004 Issue 16

Message from the DASD

As mentioned in our last edition, 2004 promises to be a year filled with significant personnel recovery-related successes. Just three months into the year, and I'm already encouraged by the results of our many personnel recovery endeavors:

- Outreach programs are having a positive effect, both domestically and internationally;
- The services are blazing new trails in support of personnel recovery;
- Support for a National Security Presidential Directive (NSPD) on personnel recovery is gaining momentum.

At home, DPMO led a DoD team composed of Joint Personnel Recovery Agency and Headquarters, Army Special Operations Command personnel to support a Department of State-sponsored visit with the families of the three American hostages held by the Armed Revolutionary Forces of Colombia (FARC) since February, 2003. This meeting provided an open forum for the families to receive an update on the status of U.S. Government efforts to return their relatives from captivity. The DoD team, along with representatives of the Departments of State and Justice, and other members from the interagency community were present to answer questions for the all-day affair. Though the families are understandably distressed, they departed aware of the enormity of effort the U.S. Government is undertaking to bring their loved ones home.

Internationally, we're seeing progress as well. At the beginning of March, I presented the keynote address to the Shephard's Search and Rescue Conference in Brighton, United Kingdom, and took the opportunity to visit the United Kingdom's resistance training facility in Royal Air Force St. Mawgan, Cornwall. I was pleased to see the high level of commitment of one of our closest allies to bringing our isolated comrades home with honor.

This commitment extends beyond NATO as well, as you will find in the article on page 2, written by two members of the Swedish Air Force, a Partnership for Peace country. Sweden, like so many others worldwide, has gone to great lengths to field a well-equipped, well-trained, personnel recovery force.

Mr. Jennings delivers the keynote address at Shephard's SAR 2004 Conference.

At the Army's recently held personnel recovery conference, speakers addressed the developing personnel recovery programs of their key major commands. I am pleased to report the Army is progressing nicely in the personnel recovery arena—they are organized, have a well-trained team, and extremely supportive senior leadership.

Finally, personnel recovery lessons learned from DESERT STORM, Operation IRAQI FREEDOM, and the ongoing USSOUTHCOM contractor hostage situation in Colombia have highlighted the need for interagency coordination and participation in personnel recovery planning, preparation, and execution. The war on terror and its requirement to prosecute operations worldwide requires the Department of Defense to include both interagency and coalition partners in its planning. Toward that goal, we are supporting an NSPD on personnel recovery. The NSPD will advance the process of transforming personnel recovery in the Department and will provide a framework for a national personnel recovery architecture. Upon completing a DoD-coordinated draft NSPD position, we will submit it for interagency coordination through the National Security Council's Hostage Working Sub-group. I need your support on this initiative. It will enable us to more effectively manage personnel recovery events and assist in returning our isolated personnel back to friendly control.

— Jerry D. Jennings

Combat Search and Rescue within the Swedish Armed Forces

By Major Tor Cavalli-Björkman and Major Robert Nylén
Swedish Air Force

When Sweden volunteered in 1999 to have a Swedish Air Force Rapid Reaction Force (SWAFRAP) available for the European Community Crisis Response, the demand was for SWAFRAP aviators to be trained and equipped to receive Combat Search and Rescue (CSAR) support within a NATO CSAR operation.

After some diplomatic discussions and with outstanding support from the previous military attaché in Sweden, Col Lamberth, USAF, sent a United States Air Forces Europe (USAFE) Mobile Training Team (MTT) to Sweden. The MTT arrived in late November and stayed for nearly three weeks at the Swedish Survival, Evasion, Resistance, and Escape (SERE) school.

The MTT performed magnificently, presenting the first two CSAR classes, and creating a "train the trainer" program. In the spring of 2001, Swedish SERE specialists conducted their own first CSAR class under the supervision of USAF SERE specialists. Since that day, 110 aviators have received CSAR training from Swedish Armed Forces SERE schools. As a result, those aviators are now properly CSAR-trained when they fly combat missions.

While training classes are important, they cannot substitute for actual participation in CSAR exercises. For the past three years, the Swedish SERE school has actively participated in the NATO/ Partnership for Peace (PFP) exercise COOPERATIVE KEY (CK). The main objectives for the SERE community during those exercises were familiarization with and standardization of CSAR and SAR responsibilities within a NATO/PFP coalition force. These exercises have given us Swedes a lot of experience in how to conduct CSAR exercises within a NATO/PFP coalition force and an increased understanding of the CSAR capabilities of other NATO/PFP countries. Working side by side with SERE/CSAR specialists from other countries provides us with a lot of new experiences and friends in the SERE/CSAR community.

During CK 2001, we had the honor of meeting former AFSOUTH Commander Lieutenant General Brett, who was studying personnel recovery in a coalition environment. He demonstrated particular interest in the Swedish implementation of CSAR training in the Armed Forces and has been a great supporter ever since. We think CK 2001 was the first exercise where you could observe a U.S. A-10 doing SANDY missions, supporting Bulgarian Mi-24 Hind helicopters acting as rescue escort for Austrian Bell 412 helos, manned by U.S. Pararescuemen and French commandos, recovering a Swedish pilot downed in the Bulgarian countryside. All of this was coordinated from a U.S. AWACS while being led by a multinational Rescue Coordination Center (RCC).

Lt Col Alvarez, CSAR specialist in AFSOUTH Naples, and Lt Col Kerry Taylor from USAFE, made it possible for the Swedish SERE/CSAR specialists to participate in CK 2002 and CK 2003. Recently, during CK 2003 in Bulgaria, SERE specialist MSgt Gary Westrup and Maj Tor Cavalli-Björkman, together with 3 Swedish and 3 U.S. SERE specialists, were responsible for the support of 20 CSAR/SAR missions involving 80 aircraft and 30 survivors. During these last two CK exercises, Maj Nylén had the privilege of working in the multinational RCC with professionals from Macedonia, the Czech Republic, U.S. and France.

Today all aviators that we send out are well-trained and have a good CSAR pack. When we conduct our CSAR classes we usually have helos with recovery teams to support the recovery of the survivors. For our next class, we have been promised a fighter that will act as On Scene Commander, which will make the experience even more realistic for the survivors. The Swedish SERE school currently conducts four classes a year. The aviators who are part of the SWAFRAP take a refresher course every three years.

Currently, we are trying to implement more personnel recovery planning within the Swedish Armed Forces. Sweden has always sent out a lot of personnel and units to different parts of the world. Lately, those conflicts have been further away and more dangerous than ever before. It

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Inside This Issue

Joint Combat Search and Rescue Training in Afghanistan

MAJ Nathan K. Watanabe
Task Force Knighthawk Executive Officer

As recent events have shown, surface to air threats against Army Aviation in today's contemporary operating environment pose a real and tangible threat. Shoot downs continue as Army Aviation faces a dedicated enemy with increasingly sophisticated tactics and weapons. This enemy is firing against outdated, ineffective aircraft survivability equipment in mission profiles that put pilot and aircraft at risk. Aircrews today must be trained in combat search and rescue (CSAR) and survival, evasion, resistance, and escape (SERE) procedures. Task Force (TF) Knighthawk is doing just that – training on certain aspects of search and rescue operations – in conjunction with Air Force Combat Search and Rescue at Kandahar Army Airfield, Afghanistan, during Operation ENDURING FREEDOM IV.

Task Force Knighthawk is a multi-component aviation task force, providing combat aviation support to coalition ground forces in Southern Afghanistan. It is built around the active component Headquarters, B (Assault) and D (Aviation Unit Maintenance) Companies of 2-10 Aviation Regiment from Fort Drum, New York, and includes C Company, 1-130 Aviation, an AH-64 attack company from the North Carolina Army National Guard; G Company, 104th Aviation, a CH-47 company from Pennsylvania and Connecticut; and a detachment from the 717th Medical Company (Air Ambulance) from New Mexico and Oklahoma. With the cooperation of active-duty Air Force crews from the 59th Expeditionary Rescue Squadron (59th ERQS) "Geckos" from Nellis Air Force Base, Nevada, Task Force Knighthawk is conducting joint search and rescue training focused on preparing its personnel in downed aircrew recovery procedures and establishing and refining AH-64 Rescue Escort (RESCORT) procedures.

PLANNING AND PREPARATION

Early in Task Force Knighthawk's deployment to Afghanistan, the commander recognized and emphasized the value of aircrew familiarization with CSAR procedures and directed his operations staff to develop a search and rescue exercise (SAREX) focused at the tactical (operator/aircrew) level to accomplish two objectives: 1) Familiarize TF Knighthawk aircrews with the personnel recovery procedures contained in the Air Tasking Order (ATO) Special Instructions (SPINS), and 2) Employ Air Force assets based at Kandahar. As planning progressed, the goal to conduct a joint exercise waxed and waned with the different Air Force CSAR units, but fully matured with the Nellis-based crews to integrate the AH-64 into providing RESCORT.

Despite combat operations, weather and lunar cycles, and unit rotation schedules, a plan between the Knighthawks and the Geckos finally came together that called for an administrative insertion of simulated downed aircrew "survivors"; notification, coordination, and launch of Air Force HH-60 CSAR and Army AH-64 RESCORT aircraft; survivor authentication and signaling of the recovery aircraft; and survivor authentication and extraction by Air Force pararescuemen (PJs).

Planning began with initial coordination between Task Force Knighthawk and the 59th ERQS. Training objectives and concepts were discussed and agreed upon, and dates and schedules confirmed. Texas Helicopter Gunnery Range, or "Texas Helo," just south of Kandahar Airfield, on the edge of the Margow Desert, was selected as the survivor pickup zone due to proximity to the airfield, controllability of the land and airspace, and absence of an identifiable enemy threat.

Army AH-64 and Air Force HH-60 Crews plan and rehearse the upcoming CSAR mission. The sand table assists in visualizing most aspects of the mission.

As planning progressed, tactics, techniques, and procedures (TTP) were developed and discussed, integrating AH-64 Apaches in the RESCORT role, either to substitute for, or to replace A-10 "Sandy" Airborne Forward Air Controllers. When A-10 support fell away, the AH-64 "Aces" assumed primary lead for RESCORT duties. Additionally, personnel recovery procedures (as per the SPINS) were reconfirmed, and "dummy crew" Isolated Personnel Reports (ISOPREP), Evasion Plans of Action (EPA), and other SAR data were formulated, coordinated, and distributed to all players. Notice to Airmen (NOTAMs) reports were published reserving airspace at both the airfield and the Pickup Zone at "Texas Helo." Planning culminated with a detailed aircrew mission brief that synchronized all Army and Air Force air and ground actions and led a sand table mission rehearsal for the Army and Air Force flying crews and a personnel recovery rehearsal between Air Force PJs and the Army Aircrew survivors.

"CSAR" (Continued on page 4)

"CSAR" *(Continued from page 3)*

The sand table rehearsal was an invaluable tool that allowed flight crews to visualize and synchronize their actions on a scaled table top array of Texas Helo Range. Routes of flight, timing, frequencies, callsigns, expected radio calls, and actions in flight and on the objective were discussed and practiced; contingencies were rehearsed; and alternate plans of action formulated. By the time the rehearsal was complete, every aircrew had a detailed understanding of the concept and execution of the exercise. While the flight crews were coordinating their actions, the Army Aircrew survivors reviewed their actions in detail with the "Grizzly" PJs. Radio and signaling procedures required by the SPINS were discussed and rehearsed as were actions in the objective upon arrival of the paramedics. The contents and use of the AIRSAVE survival vests and the AN/PRC-90 and AN/PRC-112 radios were also discussed, so that at the end of this training the survivor trainees had a complete understanding of their requirements for recovery.

EXECUTION

The day of the first iteration of the SAREX began with an update brief to review the current weather and actual as well as notional enemy situation. Weather was highly favorable; no significant weather events were expected, and temperatures were moderate—perfect for a crawl-phase exercise. Recent bombings in Kandahar City had no effect on the exercise and the current enemy threat was low. Another quick walk through on the sand table reconfirmed the scheme of maneuver for the aircrews, while the survivors and support personnel conducted pre-combat checks of their equipment.

An Observer-Controller reviews basic survival, communications and signaling procedures with a group of "survivors" prior to the arrival of the rescue aircraft.

The command and control UH-60 and an escort AH-64 took off first to clear the range and insert the administrative team at the designated Pickup Zone (PZ). Once on the ground, the admin team, consisting of an Observer-Controller/Officer in Charge, security detail, medic, and media personnel conducted a security sweep and established ground-to-air communications with the overhead Command and Control (C2) aircraft. While the C2 aircraft departed to pickup the first trainees, the AH-64 remained on-station providing security for the ground admin team.

Upon arrival, the survivors were in-briefed on the layout of the PZ and given quick refresher training on the fundamentals of survival, signaling, ground-to-air communications, and personnel recovery procedures. Meanwhile, the C2 UH-60, acting as the airborne CSAR coordinator, initiated the rescue sequence. The HH-60s and AH-64 Quick Reaction Force package were alerted and departed for the PZ. In the RESCORT role, the AH-64s led the rescue package, providing reconnaissance of the air route and security for the following HH-60s. As the Apaches approached the PZ, they authenticated and verified the location of the survivors, relayed the information to the Geckos, and established an outer security ring at their designated altitude. The Gecko HH-60s conducted their authentication and verification, established an inner security perimeter and air-landed to insert their PJs.

Upon approach of the rescue vehicle, the survivors were pre-staged on the PZ in groups of three and assumed non threatening postures. The PJs dismounted, quickly secured

Air Force PJs secure and authenticate an Army UH-60 Blackhawk crew prior to extraction.

the PZ, and approached the survivors under the rotor wash of the HH-60 to again authenticate and verify the survivors. Once complete, and still covered by the overhead HH-60 and AH-64s, the PJs moved their survivors to the waiting aircraft, secured them inside, and departed. This scene was repeated until the PZ was clean and the rescue package of AH-64s and HH-60s departed for survivor repatriation and a cold near-beer back at Kandahar Field.

"CSAR" (Continued on page 6)

Special Forces Personnel Recovery: Thoughts on Planning

By: MAJ Eric A. Patterson and CW3 John D. Patrick
Personnel Recovery Branch, DOTD, USAJFKSWCS

Personnel Recovery is often thought of as the directed application of air power (both rotary and fixed wing) to recover an isolated person (IP), usually in the context of a downed pilot. Recent history, such as the isolation of a portion of the 507th Maintenance Company in Iraq, has once again brought to the fore the idea that IPs can also be a multi-member ground force. Department of Defense Directive (DoDD) 2310.2 states that it is DoD policy to preserve the lives and well being of U.S. military, DoD civilians and contract service personnel placed in danger of being isolated, beleaguered, detained, captured, or having to evade. It is also policy that DoD has a moral obligation to prevent exploitation and reduce the potential for captured personnel being used as leverage against the United States.

Just as important, is that personnel recovery is not just focused on an IP, but the recovery of anyone separated from his or her unit or element in uncertain or hostile environments. In fact, DoDD 2310.2 identifies personnel recovery as the aggregation of military, civil, and political efforts to recover ***captured, detained, evading, isolated or missing personnel*** from uncertain or hostile environments and denied areas.

Army Special Operations Forces (ARSOF) contribute unique, enhancing capabilities to this effort. U.S. Special Operations Command (USSOCOM) Directive 525-21, outlines the contributions of Special Operations Forces, which includes Combat Search and Rescue (CSAR), Unconventional Assisted Recovery (UAR) and, when directed by a theater commander, Joint CSAR (JCSAR). Specific Special Forces (SF) contributions to personnel recovery are covered in Field Manual (FM) 3-05.231, including Unassisted Evasion, Opportune Support to personnel recovery, Unilateral and Joint CSAR, UAR, Liberation Operations, and Civil Affairs and Psychological Operations support to personnel recovery.

ARSOF has a responsibility, within capabilities and mission function, to plan for and perform personnel recovery in support of its own operations and as directed by the Joint Force Commander (JFC). Recovery, whether called personnel recovery or emergency exfiltration, must be an integral part of all ARSOF operations and missions.

PLANNING

Joint Pub 3-50.3 *Joint Doctrine for Evasion and Recovery* classifies the types of recovery by categories (Figure 1), and the draft JP 3-50 *Personnel Recovery* (Revised Final Draft) has formulated a new method for articulating the various personnel recovery types (Figure 2). Each of the categorizations in these two documents accounts for the basic types of personnel recovery – unassisted, opportune, component level, and joint. JP 3-50 addresses the contributions of multinational and multiagency personnel recovery capabilities.

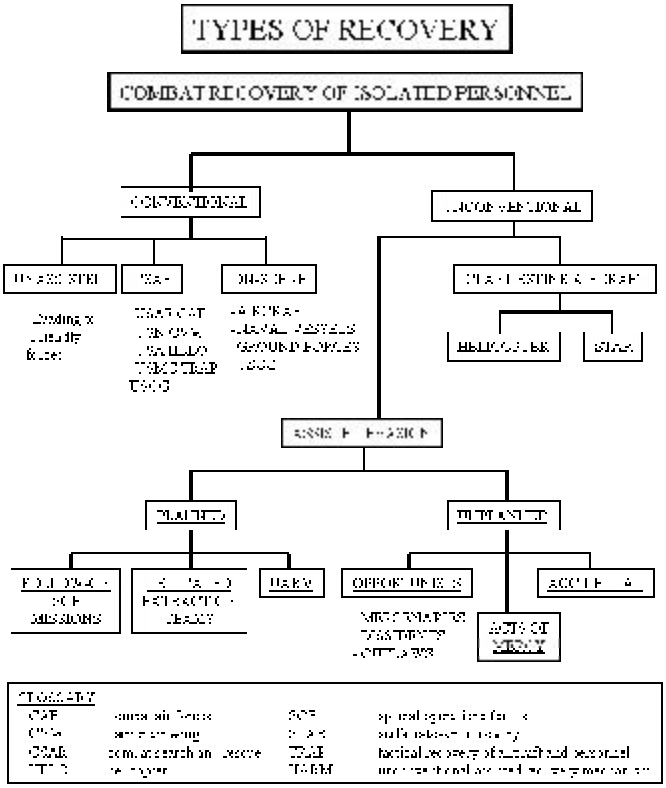

Figure 1, JP 3-50.3

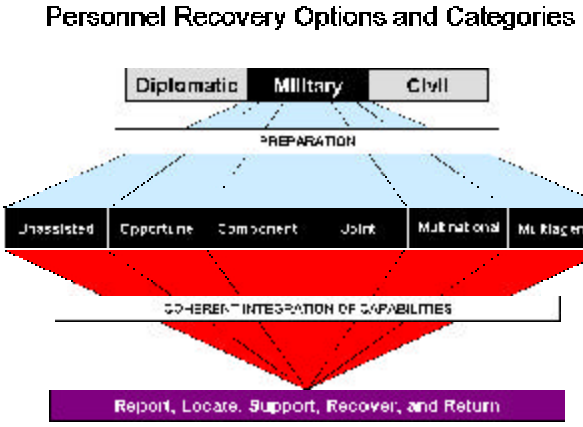

Figure 2, JP 3-50 Graphic

Both documents give sound guidance on recovery planning considerations and factors. However, neither clearly articulates operations for the recovery of Prisoners of

"Planning" ***(Continued on page 8)***

"CSAR" *(Continued from page 4)*

LESSONS LEARNED

This scenario was repeated several times that week and also included several live hoist extractions. While it was a welcome break from routine operations, the value of the training hit home during the post-mission After Action Reviews and debriefs. A number of strengths and weaknesses with the exercise itself were identified as well as general lessons pertaining to personnel recovery and SAR themselves. Among those lessons learned:

Personnel recovery and SAR are perishable skills and must be thoroughly briefed, understood and practiced by the entire aircrew to ensure familiarity and understanding. Current ATO SPINS relating to personnel recovery are complex and lengthy, but it is still the responsibility of the aircrew member to understand his responsibilities and actions to contribute to a successful rescue. He must be thoroughly familiar with his responsibilities in personnel recovery to prevent putting himself and his rescuers at risk.

Aircrew knowledge of personnel recovery procedures as mandated by ATO SPINS is critical in the tense moments in the recovery PZ.

The importance of the ISOPREP and related SAR data cannot be overemphasized. All too often, crews are going out with just rudimentary knowledge of the actions required of downed aircrews and haphazardly brief SAR data during pre-mission crew briefings.

Crews should not only be familiar with personnel recovery procedures and SAR data, but be thoroughly familiar with the location and use of their survival equipment as well. It will be an inopportune time to learn the placement of the infra-red strobe, flares, and PRC-112 when downed at night, in unfriendly and unfamiliar territory with one fractured wrist. Additionally, entire aircrews, not just pilots, but crew chiefs and flight engineers as well, must be well-versed on the use of survival equipment and on personnel recovery procedures as required by the ATO SPINS. There is no guarantee that the pilots will survive and be present to assist with the personnel recovery procedure, so the non-rated crewmembers must be able to function, survive, and effect rescue alone.

Army Aircrew survivors are guided to the rescue HH-60. The Air Force PJs were thoroughly professional.

Emphasis must be placed on personnel recovery as a complete process, not just SERE. While most services's survival programs focus on "eating bugs" (survival), cross-country navigation (evasion), and prisoner of war conduct (resistance, escape), comparatively little training is given on personnel recovery actions and procedures –the actions immediately after crash and upon approach of rescue forces. Survivors must understand and be able to apply personnel recovery procedures such as radio communications and signaling and the proper use of ISOPREP and other SAR data. The successful application of these procedures may well preclude the necessity of having to exercise the other SERE skills.

These small-scale exercises, conducted by TF Knighthawk and the Geckos, focused at familiarizing the Knighthawk aircrews with SPINS procedures and reinforcing their use of various signaling devices. Given the mission profiles and modes of flight in which Army Aviation usually operates, such training may seem unnecessary, but there are no guarantees that rescue of an Army aircrew will always be conducted by a wingman, a trail helicopter, or another Army crew and so familiarity with joint procedures remains a must.

AH-64 AS RESCORT

A tremendous outcome of the exercise was the demonstration of the value and utility of the AH-64 Apache in the Rescue Escort role. This mission, traditionally conducted by other Air Force – usually fixed wing – assets, can readily and practically be performed by properly trained and equipped Apaches. Due to the co-location of the Pave Hawks with the Apaches at Kandahar Army Airfield – using Army assets reduced response time and improved

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coordination between the aircrews prior to launch. Indeed, as this joint training continues between Army and Air Force units, coordination turns to integration and standardized procedures further decrease any friction or unknowns between the units. In addition to crew compatibility through continued training, the airframes are also compatible in terms of communications and range, given the Apaches are outfitted with internal auxiliary fuel tanks, giving them operating ranges compatible with the Pave Hawks.

KEYS TO SUCCESS

This small-scale SAREX employed five aircraft and had limited, tactical (operator/aircrew) objectives, but was a resounding success for all concerned – the Army aircrew survivors, Air Force rescue aircrews, Air Force PJs, and the Task Force Knighthawk operations staff. All training objectives were attained, paving the way for more complex and more challenging future exercises. Key to the success of the training were willingness, coordination, and risk management.

Personnel were also recovered by hoist. Aircrews must be familiar with all types of joint CSAR equipment and capabilities.

By far the biggest contributor to the success of the exercise was the willingness of its participants. All concerned, from survivor trainees to the Air Force PJs and Pavehawk crews, to the Army Apache and Blackhawk crews, volunteered to participate. While the Army element thirsted for such training, it was not until the 59 ERQS Geckos arrived that an Air Force element was fully willing to participate and lend their experience and assets to the exercise. This willingness swept away any inhibitions or reservations, and numerous – and valuable – techniques and procedures were discussed at length and exchanged between Army and Air Force crews. The most important willingness of all was that of the commander. His direction to undertake such training gave impetus to the exercise. Through his emphasis, the idea became reality.

Once conceptualized, voluminous coordination took place between Task Force Knighthawk and the Geckos and Grizzlies to ensure success. Dates and times; weather; lunar cycles; training and operations cycles; Standard Operating Procedures; modes and methods of flight; communications frequencies and call signs; actions by the survivors, PJs and aircrews; and contingencies and emergencies were all identified, addressed, briefed and rehearsed to ensure smooth execution. Far from an ad-hoc, hip-pocket training opportunity, the SAREX was a thoroughly planned and well coordinated deliberate event. All players had direct, face-to-face contact with each other during planning, briefing and rehearsal. This interaction, just short of integration, was vital to clearly understanding the operating procedures of the other services.

Safety was a final key to the success of the exercise. All the lessons learned would have been for naught had we suffered a casualty. Risk mitigation, while not overly severe, was thorough. The task force Safety Officer drafted a risk assessment matrix addressing everything from local area security and medical emergencies, to participant inexperience and weather. Recognizing that the exercise was to take place in potentially hostile territory, procedures were systematically emplaced to reduce both tactical and accidental risks in the exercise.

With in-depth planning and coordination and effective risk management to mitigate risks in a combat zone, Task Force Knighthawk and the 59th ERQS Geckos undertook a relatively simple search and rescue exercise and reaped valuable experience and training. The exercise reinforced ATO SPINS and personnel recovery procedures with Army aircrews, exercised the Air Force rescue crews and paramedics, and established and exercised a baseline of tactics, techniques, and procedures on the integration of AH-64 Apaches in the RESCORT role. Although these first iterations were focused at the operator/crew-level, they have proven the concept of a search and rescue exercise in a combat zone. Future iterations should increase in complexity, to involve additional medical challenges for the survivor-trainees and paramedics, night iterations, and hopefully, higher, operational-level involvement of additional Air Force (fixed wing) assets and planning and coordination with the Joint Search and Rescue Center.

Given the threat to Army Aviation in today's operations, the importance of combat search and rescue and personnel recovery cannot be overemphasized and must remain topics of continued discussion and training. Today, Task Force Knighthawk is taking small steps that are reaping huge benefits by ensuring its crews are better prepared for the worst. It is paving the way for more robust Joint Combat Search and Rescue training so that, should an aircraft go down, both Army and Air Force crews will be better versed in personnel recovery.

"Planning" *(Continued from page 5)*

War as mandated by DoDD 2310.2. They may also blur the distinction between planning for individual personnel training (to facilitate the use of unassisted and opportune recovery) and mission planning for recovery. Granted, it is a fact that a trained evader can improve the probability of mission success. However, deliberately and clearly separating the two (individual and mission planning) may prove beneficial.

CATEGORIZING PERSONNEL RECOVERY PLANNING

There is a method of categorizing, or describing, personnel recovery planning below the Joint Forces Commander level that can help an ARSOF planner to "get his arms around" the personnel recovery planning issue. This method proposes dividing personnel recovery planning into two areas: ***individual*** and ***unit***. From the evader's point of view, all personnel recovery missions incorporate the execution of the five primary tasks of Report, Locate, Support, Recover, and Repatriate. To the evader, the planning and execution behind these five tasks is largely invisible and actually moot, as long as they take into account the evader's Evasion Plan of Action and are successful. To the planner, the differences in the methods of planning and executing these five tasks are critical. Therefore, this proposed division classifies personnel recovery activities from the point of view of the planner and the recovery force, so as to better clarify planning and training considerations.

Individual personnel recovery planning would concentrate on planning for the preparation of unit members to successfully evade and return unassisted; or to successfully (and safely) exploit opportune recovery possibilities. Planning would consider additional or required training for unassisted recovery, individual understanding of possible regional/country opportune recovery options and pitfalls as well as evasion aid requirements.

Unit personnel recovery planning would concentrate on unit level capabilities and force requirements to provide recovery of their own forces and to facilitate tasked personnel recovery support to component and joint recovery operations. The sub-categories for unit planning would generally consist of planning for ***deliberate, reactive,*** and ***proactive*** recoveries (Figure 3). All doctrinal SF personnel recovery activities would fall into one of the three broad categories of this proposed classification system. Each method is based on a unit's or joint force's capabilities and resources.

DIRECTED RECOVERY

Directed recovery operations cover traditional Direct Action (DA) missions performed primarily for the purpose of recovering personnel, usually held in confinement by a hostile force or entity. The Son Tay raid in Vietnam and the recent rescue of PFC Jessica Lynch during Operation IRAQI FREEDOM are the most vivid examples.

Undoubtedly, some will take issue with a proposed doctrinal inclusion of DA operations as a method of supporting the aggregate effort to recover personnel. However, any operation that seeks to locate, support, and recover isolated personnel, whether captured, evading, or other, is for the purpose of personnel recovery, regardless of the mission profile during execution. While DA tactics, techniques and procedures are applied, the operation, by virtue of its mission and purpose, logically falls under personnel recovery.

REACTIVE RECOVERY

Reactive recovery encompasses those operations where the final planning is conducted after an isolating event occurs. Pre-planning and rehearsals are normally conducted to ensure sufficient capability exists within the unit for their projected requirements.

"Planning" *(Continues on page 9)*

Army Special Operations Forces Personnel Recovery			
Personnel Recovery Category	**Directed Recovery**	**Reactive Recovery**	**Proactive Recovery**
Mission/Task	- Direct Action (DA) - Raids	- Combat Search And Rescue (CSAR) - Opportune/Mission Re-task	- Pre-positioned recovery - Unconventional assisted recovery (UAR)
Executing Element	- DA Operational Detachment Alpha Ranger platoon / Company / Battalion - Special-mission unit	- SOF CSAR Task Force Joint CSAR Task Force - [illegible] ODA re-role	- Pre-positioned recovery team – conducts current unilateral UAR team, no interaction with mechanisms, no action [illegible] - UART – performs current UARM and UART as sole mission or as part of overall Unconventional Warfare mission

Figure 3

"Planning" *(Continued from page 8)*

Reactive recoveries can consist of classic CSAR missions (ground vehicle, boat or air), re-tasked elements in the field who are close to the incident, and even the use of Quick Reaction Forces as the recovery force. Resources available, mission requirements, and the tactical situation will dictate what, if any, reactive capability a unit will have.

PROACTIVE RECOVERY

A new term is introduced here under the heading of Proactive Recovery, that of Pre-Positioned Recovery. This term clarifies the difference between: (a) an ARSOF personnel recovery team that is pre-positioned in denied or sensitive territory solely to conduct unilateral recovery, and (b) the use of unconventional warfare skills to establish a recovery capability through, with, or by the means of indigenous or surrogate forces. Therefore, a Pre-Positioned Recovery Team, or PRT, is a pro-active, yet unilateral, recovery effort, distinguishable from a CSAR or opportune recovery in that the PRT is infiltrated prior to an IP incident with recovery as its primary, or only, mission. Conceptually a PRT is analogous to the maritime "DUCKBUTT" where a ship is prepositioned forward for the purpose of recovery. A PRT may interact with an Unconventional Assisted Recovery Mechanism (UARM), but by the proposed definition, does not have the mission and/or the authority to establish and control an evasion mechanism.

UARM establishment becomes the domain of an Unconventional Assisted Recovery Team (UART), which is now suggested to reflect a Unconventional Warfare (UW) tasked team that establishes and controls a UARM. The UART, while primarily tasked to act indirectly through local assets, may find itself acting unilaterally, as would a PRT, from time to time and as the situation dictates (such as the recovery of very senior personnel or equipment of extreme sensitivity). This is doctrinally analogous to a UW team that finds itself tasked to conduct a unilateral DA during the execution of its unconventional mission.

Ultimately, this suggested refining of UAR related terms (PRT and UART) maintains doctrinal consistency with unconventional assisted recovery as a subset of unconventional warfare, as well as clarifying the difference between various proactive personnel recovery activities that may be either unilateral or truly unconventional.

COMMAND AND CONTROL PLANNING

Command and Control (C2) of personnel recovery operations normally falls under the venue of the component Recovery Coordination Cell (RCC) or the Joint Personnel Recovery Cell (JPRC) if it involves multiple components. Two exceptions are the C2 for UAR and Directed Recovery operations.

"Planning" *(Concludes on page 10)*

"Sweden" *(Continued from page 2)*

is therefore even more important that every step is taken to get them all home. Many of those steps need to be taken during the planning and preparation phase. We recognize this as a possible area for improvement. We need to educate our troops better on improved tactics and procedures.

Swedish aircrews are trained in the contemporary techniques and procedures.

We recently learned from SERE-psychologist Lt Col Sally Harvey and Jerry Ogressin how the U.S. conducts debriefings and reintegration of isolated personnel. Even though we have made a lot of progress based on our early participation in Bosnia, this is also an area where we could improve.

Along the way, we have had a lot of help and support from the United States' Joint Personnel Recovery Agency (Mr Rick Barnes, theatre representative in Europe, and his associates) teaching us the way the U.S. conducts personnel recovery operations. This has helped us avoid many pitfalls. We also try to be a part of the effort concerning CSAR and personnel recovery in Europe to make sure we follow the current Allied Technical Publication concerning CSAR so that the aviators we send out are as well-prepared and updated as possible.

This has just been a short view of the status of CSAR and personnel recovery within a small PFP country like Sweden, and we hope that we answered a few questions and have also created a few new ones so that you want to learn more about the training and implementation of CSAR and personnel recovery within the Swedish Armed Forces.

It is still a long way to travel but "Roger so far."

"Planning" *(Continued from page 9)*

The Special Operations Forces commander, normally at a Joint Special Operations Task Force (JSOTF) will normally maintain UAR and Directed Recovery operational C2. UAR will normally be coordinated through an Unconventional Assisted Recovery Coordination Cell (UARCC). The UARCC will coordinate with required elements and organizations, to include the JPRC, as required, to deconflict and facilitate the recovery.

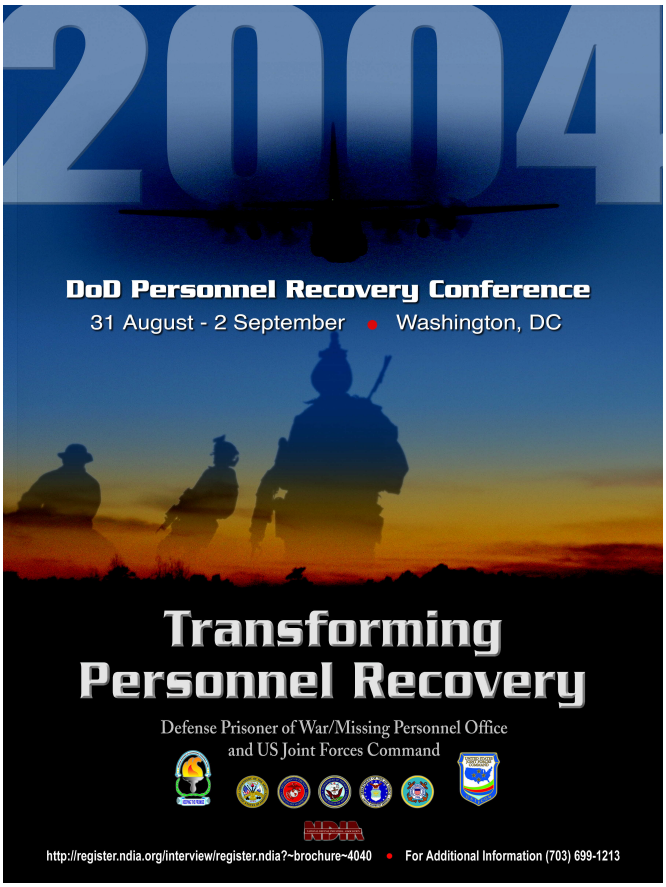
CONCLUSION

This article sought to explore new thoughts on personnel recovery and to clarify recovery roles. Although personnel recovery is normally a supporting mission for ARSOF, personnel recovery planning is required for every ARSOF operation to ensure that all avenues have been explored for bringing back every DoD member isolated in hostile territory.

Author's note: The Personnel Recovery Branch, SF training and Doctrine Division, Directorate of Training and Doctrine is scheduled to hold an SF-personnel recovery-working group in Spring, 2004 to explore current operations and to solicit input for revisions of SF personnel recovery doctrine. The personnel recovery branch will issue an invitational message that will contain schedule details.

Upcoming Events

April 13	JPRA Academy Change of Command	Spokane, Washington
April 29	Mass Rescue Working Group (USCG)	Wash D.C.
May 18—21	PACOM Personnel Recovery Conference	Hickam AFB, Hawaii
June 4—16	Exercise NORTHERN EDGE	Alaska
Aug 31- Sep 2	DoD Worldwide Personnel Recovery Conference	Wash D.C.



DoD 2004 Worldwide Personnel Recovery Conference

In late August, DPMO will co-host, with the Joint Forces Command, the 2004 Worldwide Department of Defense Personnel Recovery Conference, at the Crystal City Hyatt Regency Hotel, in Arlington, Virginia. We have invited former President George Bush to be our keynote speaker. President Bush's experiences as a downed, and subsequently rescued, aviator in World War II will provide a historical backstop that will offer great insight for today's personnel recovery forces.

Maj Matt Van Parys, 703 699-1213

Personnel Recovery Snapshots

Snippets from around the Personnel Recovery Community

Personnel Recovery in a Coalition Environment

On March 3, 2004, Mr. Jerry D. Jennings, delivered the Keynote Address to Shephard's Search and Rescue Conference in Brighton, United Kingdom. His remarks addressed the topic of "Personnel Recovery in a Coalition Environment." While in England, Mr. Jennings met with the British Vice Chief of the Defence Staff, Air Chief Marshal Sir Anthony Bagnall. The two identified points of contact for our two countries on all matters relating to personnel recovery. *LCDR John Ouellette, 703 699-1231*

Intelligence Support to Personnel Recovery Conference

March 16-18, 2004, Dr. Stephan Cambone, Under Secretary of Defense for Intelligence, hosted the Intelligence Support to Personnel Recovery Conference, in Alexandria, Virginia. Dr. Cambone and Mr. Dave Morris from Joint Forces Command opened the conference with remarks that stressed the changing environment and how, "We'll be working with coalition partners unimaginable in the past, such as the newly forming armies in Afghanistan and Iraq." *Maj Matt Van Parys, 703 699-1213*

NATO Search and Rescue Briefed in Belgium

From March 29-April 1, 2004, Col. John Hobble, Director Personnel Recovery Policy, and U.S. Head of Delegation to the NATO Search and Rescue Panel briefed at the NATO Air Group 1 Conference in Brussels, Belgium. Maj. Len Mackey from the Joint Personnel Recovery Agency, Col. Hobble and staff addressed technological aspects of the U.S. personnel recovery program. *Ms. Kathy Weyenberg, 703 699-1402*

National Personnel Recovery Architecture Workshop

On February 10-11, the Institute for Defense Analyses hosted a meeting of senior leadership from the OSD Defense Prisoner of War Missing Personnel Office and the Department of State to report progress on the National Personnel Recovery Architecture (NPRA). The NPRA is the result of a National Security Policy Directive concerning recovery efforts of any U.S. Government employee or contractor, who while on official business abroad, is detained as an act of war, by terrorists, or by unfriendly foreign governments.

Mr. Dan Baumgartner, 703699-1256

Royal Air Force Wing Commander Andy Turner and DASD Jennings discuss personnel recovery procedures for the Merlin helicopter during a recent visit to the 28th Air Squadron, RAF Benson.

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